

Burlington Fire Department – Emergency Management
1255 Fairview Street
Burlington, Ontario
L7S 1Y3

City of Burlington By-law XX-2024

Appendix A: Emergency and Continuity Management Program

Last Updated: 10 Jan 2024



1. Introduction

The *Emergency Management and Civil Protection Act, R.S.O. 1990, c.E.9* and Ontario Regulation 380/04 require municipalities to carry out specific activities annually to comply with legislated standards.

The City of Burlington's Emergency and Continuity Management Program meets legislated standards and has been developed using the Canadian Standards Association (CSA) Z1600 standard for emergency and continuity management as a benchmark for continual improvement.

2. Program Structure

2.1. Community Emergency Management Coordinator

The Community Emergency Management Coordinator is responsible for overseeing the development, implementation, evaluation, and maintenance of the Emergency and Continuity Management Program. The Community Emergency Management Coordinator will work with the Emergency and Continuity Management Program Committee to develop and document a municipal emergency response plan and emergency operational procedures. The City of Burlington will include key stakeholders in the planning process where applicable and engage in such process on a regularly scheduled basis, or when the situation has changed in such a way that the existing plan(s) are put into question.

The Community Emergency Management Coordinator is also responsible for submitting an annual compliance report to Emergency Management Ontario to demonstrate how the City of Burlington has met the requirements for a municipal emergency management program as outlined in the *Emergency Management and Civil Protection Act, R.S.O. 1990, c.E.9*.

2.2. Emergency and Continuity Management Program Committee

The Emergency and Continuity Management Program Committee is responsible for guiding and supporting the City's Emergency and Continuity Management Program. Their tasks include setting priorities and goals, allocating resources, promoting awareness, coordinating initiatives, and monitoring the Program's performance. The Emergency and Continuity Management Program Committee is also responsible for conducting an annual review of the program and recommending any program revisions to City Council.

2.3. Emergency Control Group

The City of Burlington's Emergency Control Group is responsible for managing and coordinating the City of Burlington's response during emergencies to protect life, property, the environment, and economy as outlined in the City of Burlington's Emergency Response Plan. Emergency Control Group members must also participate in annual training and an annual exercise, as mandated under the *Emergency Management and Civil Protection Act, R.S.O. 1990, c.E.9*.

3. Program Administration

The City of Burlington's Emergency and Continuity Management Program has been developed, implemented, and updated in accordance with the *Emergency Management and Civil Protection Act, R.S.O. 1990, c.E.9* and Ontario Regulation 380/04.

Program administration is composed of the following elements:

3.1. Goals, Objectives, and Performance Measures

The Emergency and Continuity Management Program Committee will establish program goals, objectives, and performance measures annually, to be integrated into the city's overarching goals and objectives, in the form of a service business plan for the Community Emergency Management Coordinator.

3.2. Budget and Controls

The City of Burlington has established a program budget allocated to preparedness, response, and recovery efforts, and will develop financial procedures and controls to support the program before, during and after an emergency/disaster.

3.3. Records Management

The Community Emergency Management Coordinator will document and maintain logs and records of activities and decisions related to the program and establish an effective records management process.

4. Emergency Management

4.1. Emergency Response Plan

The City of Burlington has adopted an Emergency Response Plan via by-law, as required under the *Emergency Management and Civil Protection Act, R.S.O. 1990, c.E.9*. The Emergency Response Plan is an all-hazards plan based on the provincial Incident Management System.

The Emergency Response Plan outlines how the City of Burlington will respond to large-scale emergencies or disasters within its jurisdiction. The Community Emergency Management Coordinator reviews the Emergency Response Plan annually and brings any recommended updates to the Emergency and Continuity Management Program Committee for approval prior to Council approval. As identified in the Emergency and Continuity Management Program By-law, the Community Emergency Management Coordinator is authorized to make administrative changes to the Emergency Response Plan.

As outlined in the Emergency Response Plan, the Community Emergency Management Coordinator will oversee the after-action review process following each incident that requires an Emergency Control Group activation. An After Action Report will be created that identifies strengths, areas of improvement and action items.

4.2. Emergency Operations Centre

The City of Burlington has designated one primary and two alternate Emergency Operations Centre (EOC) locations, from which Emergency Control Group members and activated EOC Support Staff positions will work during a large-scale emergency or disaster. Depending on the incident, hybrid or virtual EOC activations are also possible.

The Community Emergency Management Coordinator, in conjunction with Burlington Digital Services, will conduct EOC activation drills each year to confirm that telecommunications equipment and systems are functioning properly at the designated EOC locations. Any identified deficiencies will be added to the Improvement Plan for the Emergency and Continuity Management Program.

4.3. Training and Exercises

A training and exercise plan, which will be developed by the Community Emergency Management Coordinator in 2024, will outline the training and exercises for the current Council term, and will be reviewed and updated as needed each year.

A new training and exercise plan will be created by the Community Emergency Management Coordinator at the beginning of each Council term.

The training and exercise plan will include the following elements:

4.3.1. Annual ECG Training

Emergency Control Group members must attend training each year, as mandated under the *Emergency Management and Civil Protection Act, R.S.O. 1990, c.E.9* and Ontario Regulation 380/04. The following topics are included in the annual Emergency Control Group training, as required by Guidance Note 2018-01-01, as follows:

- Emergency and Continuity Management program components, including:
 - The Emergency Response Plan, including Emergency Control Group member roles and responsibilities, and those of organizations which may play a role in response;
 - The procedures used to activate and operate under the Emergency Response Plan;
 - The notification procedures used to notify Emergency Control Group members when the Emergency Response Plan is activated; and
 - The location, communications infrastructure, and technology in the designated EOC locations.

4.3.2. Provincial Training

As the City of Burlington’s Emergency Response Plan is based on the Incident Management System, Emergency Control Group members, as well as staff assigned to EOC Support Staff positions are required to attend Incident Management System training as outlined in the City of Burlington’s Incident Management System organizational policy, as listed below:

| Course | IMS Position | |
|---------|---|--|
| IMS 100 | All IMS Positions | |
| IMS 200 | <ul style="list-style-type: none"> • EOC Director • Officers (other than Political Liaison Officer) • Section Chiefs | <ul style="list-style-type: none"> • Operations Section positions • Planning Section positions • Supply Unit Leader • Facilities Unit Leader |
| IMS 300 | <ul style="list-style-type: none"> • EOC Director • Officers (other than Political Liaison Officer) • Section Chiefs | |

Additional provincial training is offered as follows:

- EM 200 Basic Emergency Management (optional)
- EM 240 Note Taking (required for scribes, optional for other IMS positions)

Any new provincial emergency management or IMS courses will be offered to applicable audiences based on instructor availability.

4.3.3. Annual ECG Exercise

Emergency Control Group members are required to participate in an exercise each year, as required by the *Emergency Management and Civil Protection Act, R.S.O. 1990, c.E.9*, to help with familiarization with their roles, and identify any gaps in plans, procedures and/or training. Staff assigned to EOC Support Staff positions may be invited to participate in operations-based, functional or full-scale Emergency Control Group exercises.

Following each annual Emergency Control Group exercise, the Community Emergency Management Specialist will create an After Action Report that identifies strengths, areas of improvement and action items.

4.4. Public Education

Public education is provided each year on general emergency preparedness, as well as on specific hazards, as required by the *Emergency Management and Civil Protection Act, R.S.O. 1990, c.E.9.*

Each public education campaign consists of various tactics, which can include:

- Website updates
- Social media posts
- Brochures/flyers
- Posters
- Participation in community events
- Advertising
- Presentation

Emergency Preparedness Week is an annual event that takes place during the first full week of May that encourages residents to take action to be better prepared to protect themselves and their families during emergencies.

4.5. Hazard Identification and Risk Assessment

The City of Burlington annually reviews, and as needed, updates the municipal Hazard Identification and Risk Assessment, which assesses the potential risk of hazards with the capacity to cause an emergency, as required by the *Emergency Management and Civil Protection Act, R.S.O. 1990, c.E.9.*

Based on the provincial methodology, hazards from the following three categories will be considered:

1. Natural
2. Human caused
3. Technological

4.6. Critical Infrastructure List

As required by the *Emergency Management and Civil Protection Act, R.S.O. 1990, c.E.9*, the City of Burlington annually reviews, and as needed, updates the municipal Critical Infrastructure List, which identifies the critical infrastructure within the City of Burlington that is at risk of being affected by hazards, whether that critical infrastructure is owned by a level of government, or the private sector.

The City of Burlington will identify critical infrastructure within the city boundaries to manage risks, reduce vulnerabilities and strengthen the resilience of critical infrastructure across the ten critical infrastructure sectors defined by Public Safety Canada as listed below:

1. **Health** – healthcare and public health sector facilities
2. **Food** – production, distribution, and retail
3. **Finance** – depository institutions, providers of investment products, insurance companies, other credit and financing organizations, and the providers of the critical financial utilities and services that support these functions
4. **Water** – public drinking water, wastewater
5. **Information and Communication Technology** – telecommunications
6. **Safety** – security and intelligence
7. **Energy and utilities** – electricity, oil, and natural gas
8. **Manufacturing** – basic chemicals, specialty chemicals, agricultural chemicals, pharmaceuticals, consumer products; primary metals, machinery, electrical equipment, appliance and component, and transportation equipment manufacturing
9. **Government** – educational facilities, institutions of higher education, and business and trade schools, government owned facilities
10. **Transportation** – pipeline systems, freight rail, mass transit and passenger rail, highway and motor carrier, aviation, postal and shipping

5. Business Continuity

The City of Burlington uses a decentralized model for business continuity planning, with a corporate plan that provides an overall framework for the Strategy and Risk Team to manage significant disruptions that affect multiple departments/services, as well as departmental/service business continuity plans.

Business continuity planning is in place to ensure continuity of municipal government and identify essential services and describe how those services will be continued and recovered following a disruption.

5.1. Planning Responsibilities

5.1.1. Plan Custodians

Each department/service has a designated staff member who serves as the Plan Custodian for their respective department/service, as nominated by the relevant Executive Director/Director.

Plan Custodians are responsible for:

- Creating their departmental/service business continuity plan.
- Maintaining their departmental/service business continuity plan by reviewing and updating as needed each year.

5.1.2. Community Emergency Management Coordinator

The Community Emergency Management Coordinator is responsible for:

- Maintaining the corporate level plan
- Providing guidance as needed to Plan Custodians in the creation and annual maintenance of departmental/service business continuity plans
- Coordinating business continuity exercises with designated staff

5.1.3. Emergency and Continuity Management Program Committee

The Emergency and Continuity Management Program Committee is responsible for providing feedback to the Community Emergency Management Coordinator as it relates to updates to the corporate level plan.

5.1.4. Strategy and Risk Team

The Strategy and Risk Team is responsible for:

- Approving updates to the corporate level plan
- Ensuring that Plan Custodians within their reporting structure receive support from other staff within the relevant department/service as it relates to the creation and maintenance of departmental/service business continuity plans

5.2. Training and Exercises

A business continuity training and exercise plan, which will outline the training and exercises for the current Council term, and will be reviewed and updated as needed each year.

A new business continuity training and exercise plan will be created by the Community Emergency Management Coordinator at the beginning of each Council term.

6. Continual Improvement

The Emergency and Continuity Management Program will be updated to respond to changes to applicable legislation, policies, regulatory requirements, directives, standards, and codes of practice made at various levels of government and by other decision-making authorities as deemed necessary by the Emergency and Continuity Management Program Committee.

Senior management will review and advise on continual program improvement through participation on the Emergency and Continuity Management Program Committee, which consists of representatives from city municipal services and agencies, or designated alternates and representatives from external partner organizations.

The Emergency and Continuity Management Program Committee will assess opportunities to continually improve the program and will conduct an annual review of the program, incorporating ongoing analysis and evaluation, as well as feedback identified in After Action Reports produced following the annual Emergency Control compliance exercise and/or incidents requiring an Emergency Control Group activation. The Community Emergency Management Coordinator will maintain an Improvement Plan for the Emergency and Continuity Management Program which will track the status of action items identified in After-Action Reports, and in EOC activation drills.